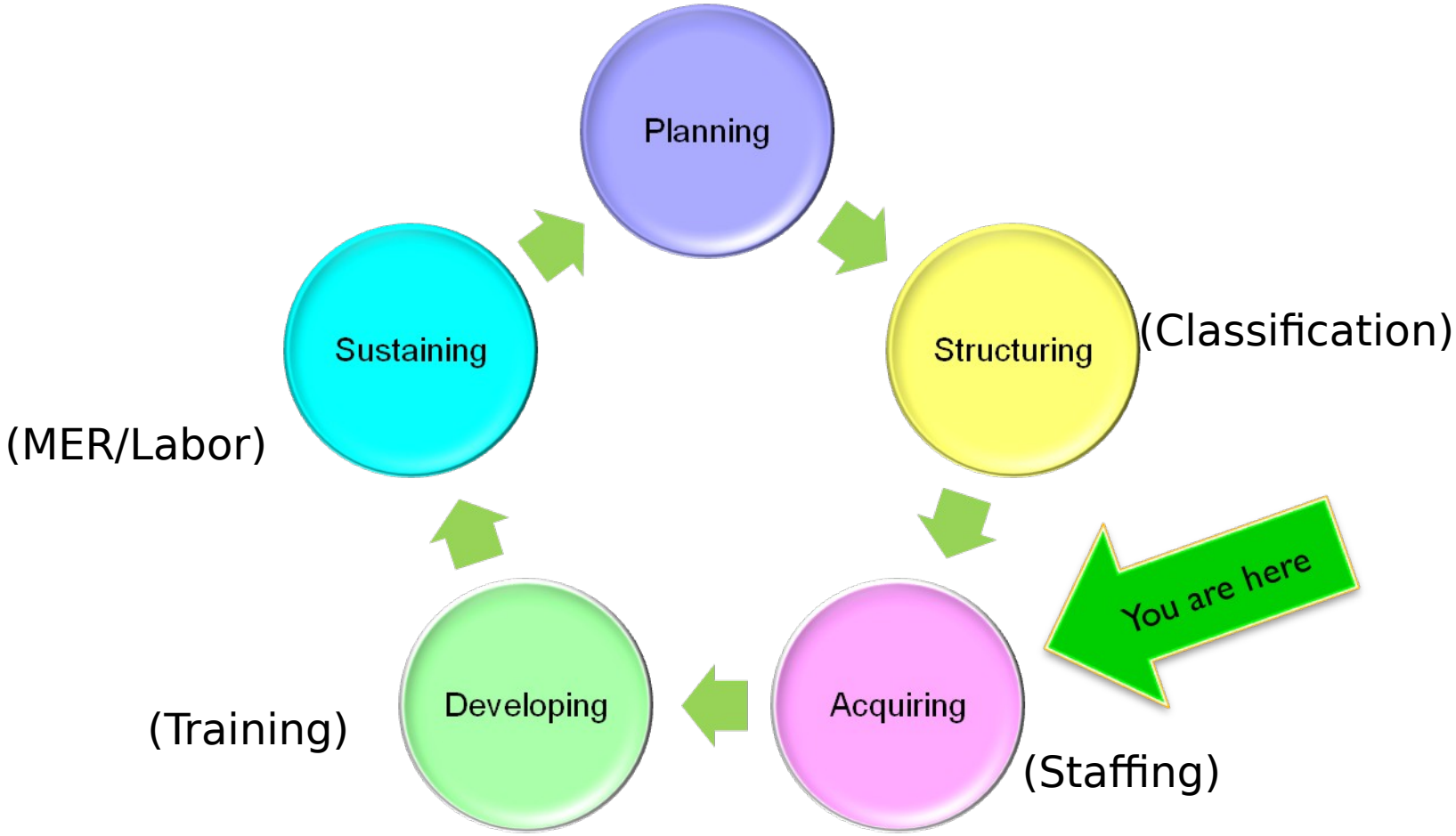
MODULE 3

ACQUIRING

Civilian Human Resources Management Life Cycle

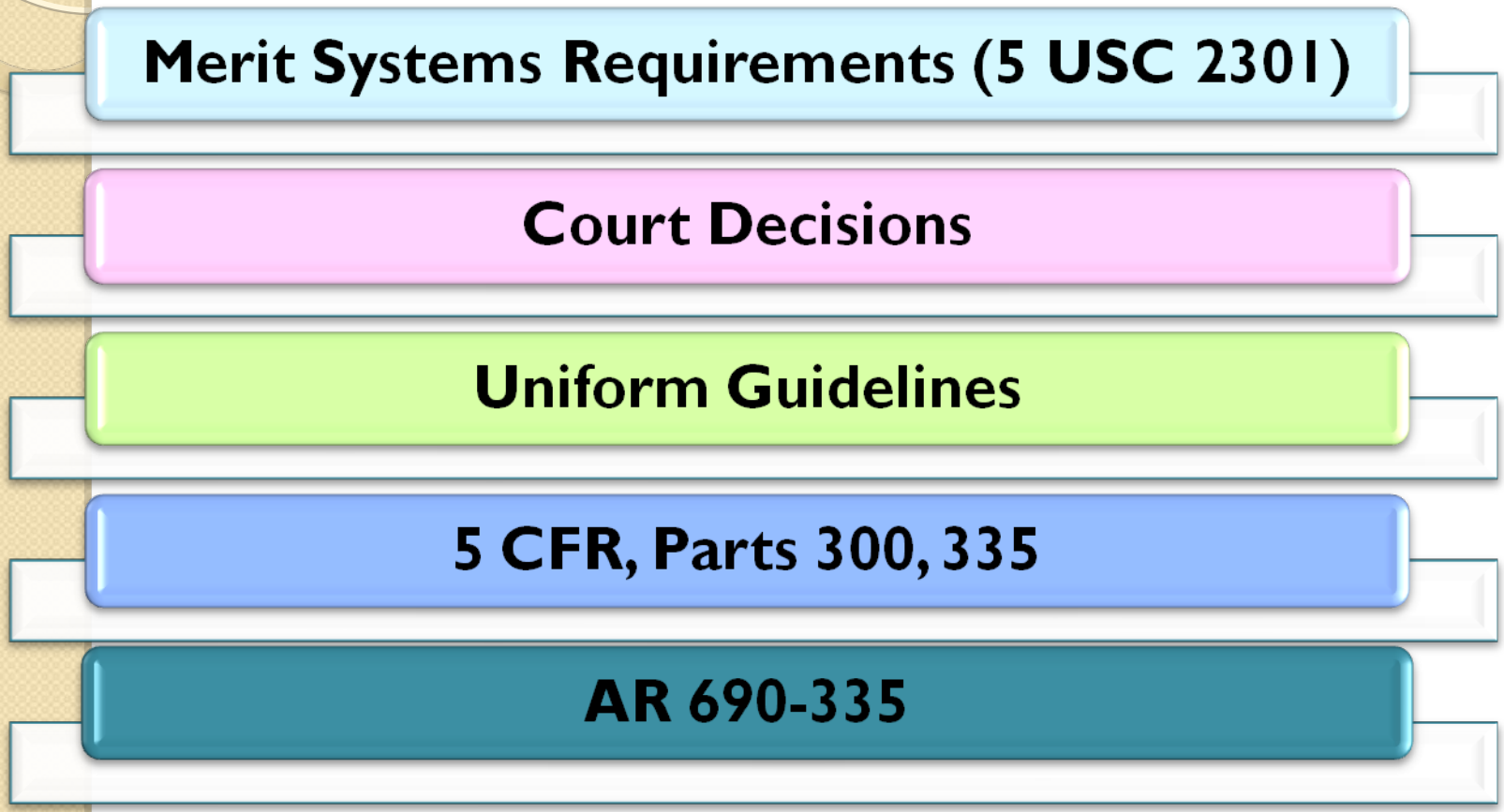


Learning Objectives

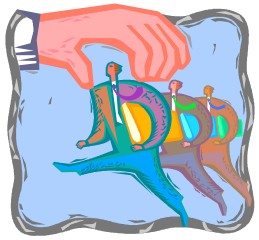
After completion of this module, participants will be able to:

1. Identify supervisors and CPAC roles in the recruitment process
2. Describe the key concepts in job analysis
3. Describe supervisory options on how to fill vacancies
4. Describe when veterans preference applies in the hiring process
5. Identify at least 3 types of recruitment incentives
6. Explain general Reduction in Force (RIF) rules

Regulatory Requirements

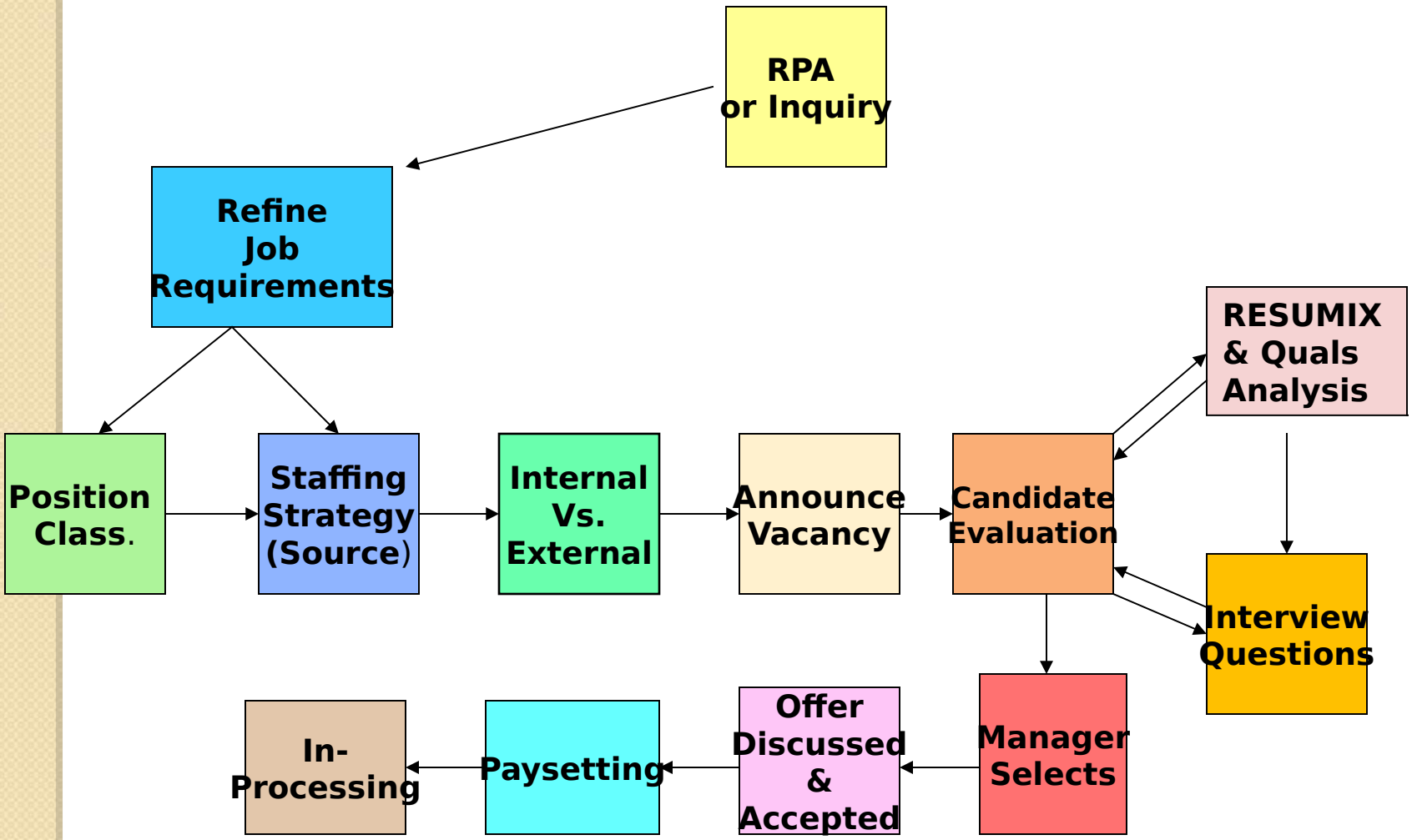


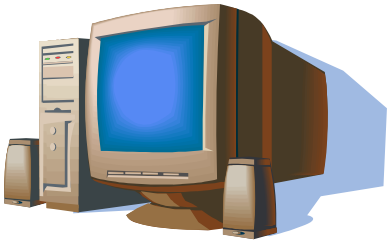
Key Principles



- Merit Systems Principles
- Prohibited Personnel Practices
- Veterans' Preference
- Use of mandatory placement programs
  - ✓ Priority Placement Program (PPP), Reemployment Priority List (RPL), Interagency Career Transition Assistance Program (ICTAP)
- Current competitive and excepted service appointing authorities and entitlements
- Current hiring flexibilities
- OPM qualification standards
- Public notice requirements – using CPOL or USAJOBS

Typical Recruitment Action



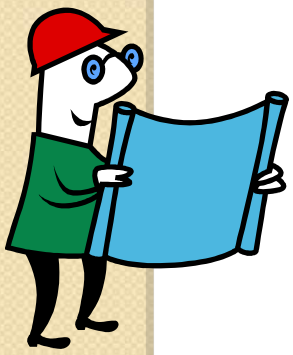


The Electronic RPA

- Request for Personnel Action (RPA) is an electronic HR work order form that:
  - ✓ Is created in Defense Civilian Personnel Data System (DCPDS)
  - ✓ Tracked via the Army's Civilian Personnel On-Line (CPOL) Portal Manager Tab
  - ✓ Requires a "manager's" user account to create and track RPA
- To learn about Portal, go to the CHRA link below for an on-line tutorial called "Portal for Supervisors and Managers"

  http://www.chra.army.mil/tmd/cpoc_dl.htm

Planning is an Essential First Step



- What are the roles in filling positions?
- Which rules / regulations apply?
- How do I fill my vacancy?
  - ✓ Is this a temporary or permanent position?
- Which skills am I looking for in a candidate?
- Where can I find well-qualified candidates?
  - ✓ External or internal
  - ✓ Are there non-competitive placements available?
  - ✓ Can I do a name request?
- Should I consider recruitment incentives?
- Where can I go for advice?
- How long will it take?

Supervisory Role

Perform job analysis	**Identify specialized knowledge required**	**Determine staffing requirements**
Determine Area of Consideration	**Recommend recruitment sources**	**Initiate (Request for Personnel Action) RPA**
Track status of RPA through Portal	**Work Priority Placement Program with HR**	**Select applicant**

CPAC Role

Advise on recruitment strategies	**Advise on strategic planning for staffing the organization**	**Advise on recruitment incentives**
Advise on compensation	**Advise on workforce shaping**	**Provide outplacement assistance**
Employee contact	**Make job offers**	**Brief Commanders on hiring issues**

More CPAC Role

Validate selection criteria	**Determine area of consideration and issue job ad**	**Refer priority candidates**
Screen applications or resumes	**Qualify candidates for basic / specialized requirements**	**Issue referral(s) to Supervisor**
Ensure regulatory compliance	**Process selection(s)**	**Forward to Regional Processing Center**

Supervisors Rights / Obligations

Right to select

- Or *not* select from a group of qualified candidates as long as each is given fair and equitable treatment

Obligation

- Must specify an area of consideration sufficiently broad to ensure high quality candidates
- Must conduct job analysis to identify critical skills and / or job competencies

Job Analysis

Who provides job information?

- Supervisor
- Subject matter expert
- Incumbent

What is involved?

- Gathering information about a position during the Strategic Recruitment Discussion
- Identifying major job related requirements
- Linking job requirements to
  - ✓ Knowledge, skills, abilities (KSAs)
  - ✓ Education and/or training requirements
- Determining what "reasonable accommodations" could be made for an individual

Job Analysis

Where are the information sources?

- Current, official position description
- OPM qualification standards
- OPM classification standards
- Job objectives

When should job analysis be done?

- Before recruitment begins
- When reasonable accommodations are required

Job Analysis

Why is it necessary?

- To identify:
  - ✓ experience, education, training, and other qualifying factors, possessed by candidates
  - ✓ those candidates who are potentially the best qualified to perform the duties of the position

How is it done?

- Review of classification standards
- Supervisor/SME interviews
- Expert panels
- Structured questionnaires
- Check lists
- Open-ended questionnaires
- Observation
- Incumbent work logs
- Task inventories

Exercise 3-1

1. Review your assigned PD to conduct a job analysis
2. Highlight key tasks or statements that serve to identify the knowledge, skills, and abilities required for the position.
3. Be creative and add requirements that are unstated or implied. These would be used to update the PD prior to submitting the RPA and for use in the vacancy announcement and/or evaluation process.
4. You have 15 min to work through the PD.

How to Fill Vacancies

Permanent appointments

- Use when the vacancy is for a continuing position
- Help to stabilize the workforce
- Attract more candidates than temp/term appointments
- Makes workforce shaping more complex

Temporary/Term appointments

- Use when the need is not for a continuing position (time limited appointment)
- May affect recruitment
  - ✓ Fewer benefits/less job security, fewer candidates
- Can release employees with less disruption
- Allows function to be restructured

Decisions are based on need/budget/strength authorizations

Temporary/Term Appointments

- Term appointments –

  4 years plus 1 year extension
- Temporary appointments –

  1 year plus 1 year extension
- Can NOT be converted without further competition

Resumix

What is Resumix?

- Automated system that stores resumes
- Patented computer programming system to read resumes and extract applicant skills

How does it work?

- Skills based optical character recognition program
- CPAC extracts and enters skills from PD
- Extracted skills are sent to supervisor
- Skills are refined if applicable
- Skills must be supported by PD

Possible Sources of External Hires

- Reinstatement
- Reemployed Annuitants
- Transfers from other Agencies
- Delegated Examining or OPM Certificates
- People with Disabilities Employment Program
- Veterans Recruitment Authority (VRA)
- AW2 (Wounded Warrior)

- 30% Compensable Disabled Veterans
- University Students (interns)
- Veteran's Employment Opportunity Act (VEOA)
- Administrative Careers with America (ACWA)
- Direct Hire Authority (DHA)
- Volunteers
- Non-citizen

Competitive Examining

Used to recruit applicants from outside civil service for competitive appointments to competitive service positions.

- Typically used for first Federal appointment
- Has public notice requirements
- Open to all U.S. citizens
- OPM recommends 5 day open period
- Veterans' preference rules and the "rule of three" apply

Veterans' Preference

What is veterans' preference?

- Special consideration in hiring veterans primarily for vacancies filled from outside Federal service
- Based upon periods of military service or service connected disability

When *does* it apply?

- New appointments from OPM / DEU lists
  - ✓ Permanent
  - ✓ Terms
  - ✓ Temporary
- Some VRA appointments
- Most excepted service appointments

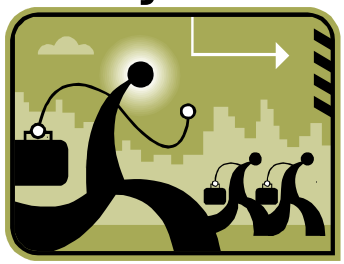
When *doesn't* it apply?

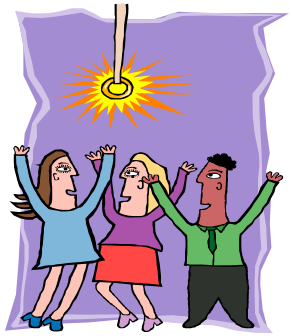
Merit promotion, VEOA, Reinstatement, Transfer, Employment of Family Members, DHA

Exceptions to Competition

Examples of exceptions to competition:

- Promotions where competition occurred for a higher grade (e.g., interns)
- Promotion resulting from re-classification to a higher grade to assignment of additional duties and responsibilities
- Temporary promotion to a position in a higher grade for less than180 days for NSPS or 120 days or less for OPM



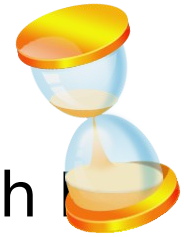


Recruitment Incentives

- First duty station travel expenses
- Travel expenses for interviews
- Recruitment bonuses
- Advanced in-hire rates
- Student loan repayment

What can you do to reduce fill-time?

- Pre-plan
  - ✓Identify the key events occurring during selection process
  - ✓Ensure PDs are adequate and accurate before submitting an RPA
- Communicate
  - ✓Develop up-front recruitment strategy with
  - ✓Respond to HR queries promptly
  - ✓Make yourself available to your HR Specialist
- Conduct
  - ✓Sound job analysis
  - ✓Interviews and reference checks



Reducing Fill Time

- Act
  - ✓Process referral lists as quickly as possible
- Bargaining Unit Agreement
  - ✓Analyze for impact on time-to-fill
- Examine
  - ✓Internal review process to identify impediments to quick fill-time

Interviewing

STEP 1 - Prepare for the Interview

- Customize questions to fit the job requirements
- Do your homework--review resumes and other documents
- Put the candidate at ease!
- Make a connection
- Build rapport
- Demonstrate that your organization cares about its people

Interviewing

STEP 2 – Tell the candidate:

- How the interview will be conducted
- What will be covered
- Names of the interviewers
- Requirements of the position
  - Organization structure
  - Mission requirements
  - Significant factors (e.g., travel, shift work, physical demands, overtime)
  - Exciting projects
  - Promotional opportunities

Interviewing

STEP 3 – During the intervie

- Verify information on resume
- Discuss accomplishments, education, past job experiences
- Try to assess learning potential, personal characteristics
- Ask appropriate questions

Types of Questions

- Ask Open-ended questions
  - Gives you more than a yes or no; addresses the 5 “Ws”--who, what, where, when, and why or how.
- “Tell me about” questions
  - allows candidate to describe challenges or situations previously encountered
- Closed questions
  - Use only to verify key facts or points
- The “non-question” question
  - Less threatening for some candidates

Ending the Interview

- Provide an opportunity for questions
- Explain the next step, e.g., reference checks
- Set a reasonable timeframe for results
- Thank the candidate for his/her time

Common Problems

- Lack of preparation
- Interview bias
- Inappropriate questions
- Using prohibited interview questions
- Interviewer too dominating
- Questions are inconsistent across candidates
- Using questions that make binding contractual statements
- Poor selection criteria for questions

Prohibited Questions

- Federal law states that hiring must be based on bona fide occupational qualifications
- Interviewers and selecting officials CANNOT discriminate due to:
  - age, sex, marital status, ethnic origin, religious preference, sexual preference, disabilities

Prohibited Questions

CPAC Responsibilities--CPAC will address these points if necessary--interviewers will **NOT** ask about:

- Citizenship
- Nepotism
- Police records

Prohibited Questions

Questions to be avoided include:

- Are you married?
- What is your religious affiliation?
- What are your arrangements for child care?
- What are your union activities? Are you a member of the union?
- Do you have a good credit rating?
- Do you plan to live in this area long?

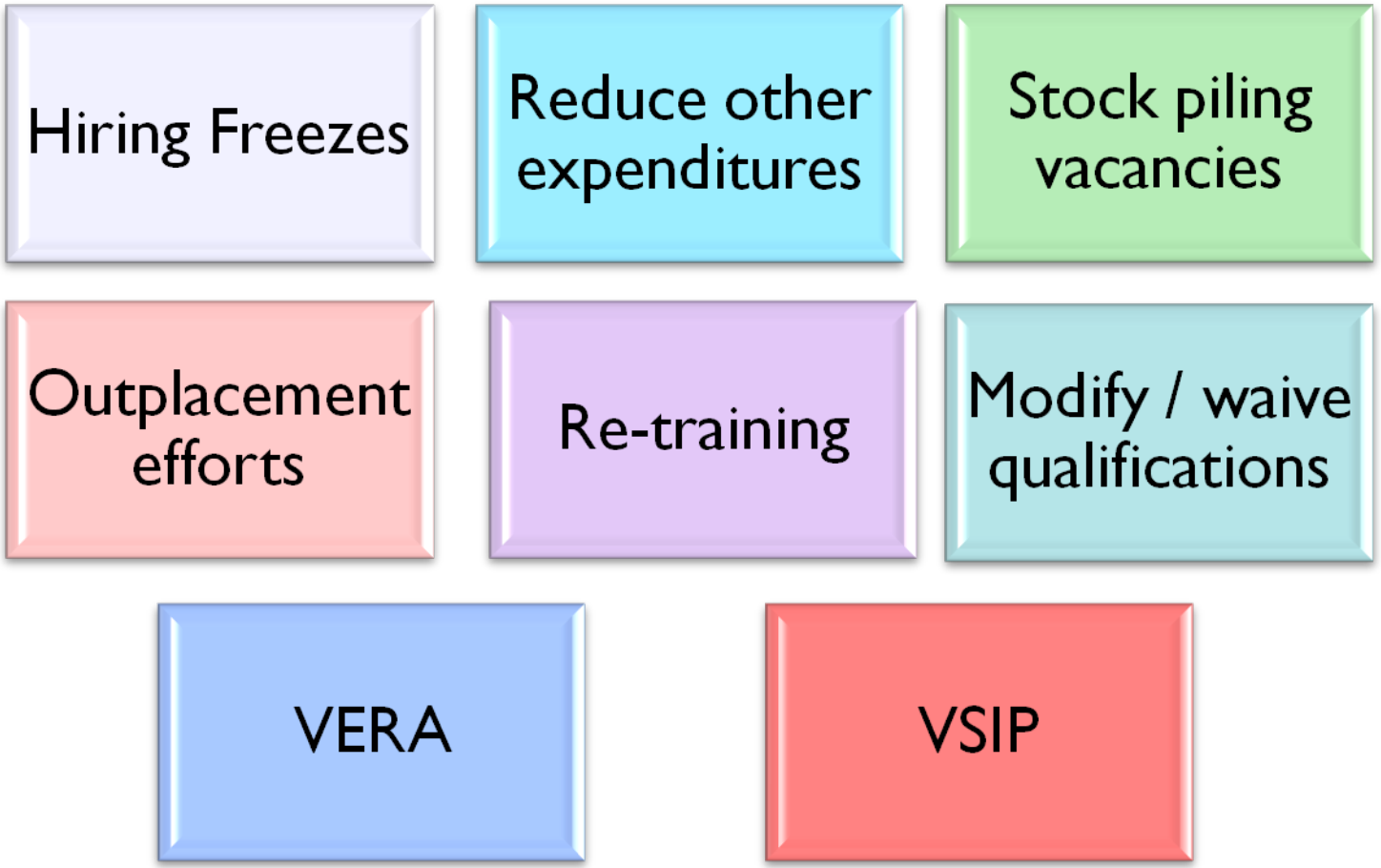
Exercise 3-2

1. For your assigned PD, develop at least 5 potential (valid) interview questions.
2. Refer to the handouts on interviewing tips and sample interview questions.

Reduction In Force (RIF) Process

- When RIF occurs
  - ✓ An employee is released from his/her competitive level or group by
    - Separation
    - Furlough for more than 30 days
    - Demotion / Change to Lower Grade/Ban
- Why RIF is used
  - ✓ Lack of work
  - ✓ Shortage of funds
  - ✓ Insufficient personnel authorizations
  - ✓ Reorganization
  - ✓ Exercise re-employment/restoration rights
  - ✓ Reclassification (in some instances)
  - ✓ Result of Competitive Sourcing Decision

Ways to Minimize a RIF



Retention Factors

- Tenure
  - ✓ Group I - career
  - ✓ Group II - career conditional
  - ✓ Group III - term and similar non-status appointments
- Veterans' Preference
  - ✓ Subgroup AD - veterans with a compensable service-connected disability of 30% or more
  - ✓ Subgroup A - veterans not included in subgroup AD
  - ✓ Subgroup B - non-veterans
- RIF creditable service date
- Performance rating

Grievances and Appeals

- Employees downgraded or separated as a result of RIF
  - ✓ May appeal to Merit Systems Protection Board (MSPB)
  - ✓ Appeals must be filed within 30 days after effective date of RIF
- Bargaining unit members must use negotiated grievance procedure unless RIF actions are specifically excluded from contract

CPAC RIF Functions

- HR Specialist assures qualifications are met for placements
  - ✓ Meet OPM qualifications standards
  - ✓ Meet physical requirements for position
  - ✓ Background clearly demonstrates ability to perform successfully all critical elements
  - ✓ Ability to take over duties without “undue interruption”
  - ✓ Managers may approve waiver of qualifications in assignments to vacant positions
- RIF processing is automated (AutoRIF)
  - ✓ CPAC ensures accuracy of DCPDS database prior to beginning RIF process
  - ✓ AutoRIF produces annotated retention registers, letters and reports
  - ✓ CPAC explains process – must understand rules and options

Review

- Supervisor's role in recruitment, selection, and placement
- Job analysis
- Competitive examining
- Internal placement
- Interviewing
- General RIF rules